

~~SECRET~~Assistant Director of Central Intelligence  
for CollectionAPPROVED FOR RELEASE  
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Washington, D.C. 20505

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24 August 1998

MEMORANDUM FOR: National Intelligence Collection Board Members

SUBJECT: ☐ Collection Management Responses to the  
Jeremiah Report

☐ The Intelligence Community Principals will meet with the Deputy Director of Central Intelligence (DDCI) on 21 September 1998 to discuss actions underway to respond to recommendations of the Jeremiah Panel. As Assistant Director of Central Intelligence for Collection (ADCI/C), I have been tasked to take certain actions in response to these recommendations in the area of collection management across the Community. I will be addressing these at the Intelligence Community Principals meeting. It is expected that the results of the Principals' meeting will serve as the basis for the DCI's report to the Congress on the Community's response to the Jeremiah Report.

☐ I know that each of you has given careful attention to the Jeremiah recommendations and that you have actions underway to improve collection management in response to those recommendations. In my report, I want to address not only my own responsibilities and those of the Collection Board, but also to highlight the collection management actions and plans that each of your organizations has undertaken independently. This approach will give the DDCI an opportunity to see in one aggregated package the progress to date.

☐ To prepare for the Principals' meeting, I will need from you by 27 August as comprehensive a list of Jeremiah-related actions as you can provide. To the extent that you can, please provide by fax a brief description of the issue, the response, status (finished, underway, planned), and the responsible official or organization. I will roll your responses into a briefing for the Deputy Director of Central Intelligence for Community Management on 31 August. Of course, I will share the aggregate package with you. It is likely to provide grist for our future meetings.

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SUBJECT: [ ] Collection Management Responses to the Jeremiah  
Report

[ ] I am reminded that, even before the Jeremiah Report, the chairs of the Collection Committees and Collection Board met on 24 April and highlighted several areas of work that meet subsequent Jeremiah criteria. (See the NICB memo (attached) dated 5 May 1998, Subject: National Intelligence Collection Board (NICB) and DCI Collection Committees Summit Results Major Points.) Many of the same collection issues also were raised at the subsequent NICB off-site on 8 July 1998. Movement on any of the tasks identified will be worth including under the Jeremiah rubric.

[ ] I fully expect the Congress and the DCI to use this first DCI Report as a benchmark of the Intelligence Community's response to the intelligence shortfalls identified in the Jeremiah Report. We will be measured frequently on our pursuit of the plans and activities that we have underway. We need to demonstrate that we have an agenda for action to improve collection management, and that we are moving aggressively to complete it.

[ ]  
Charles E. Allen

Attachment

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SUBJECT: ☐ Collection Management Responses to the Jeremiah  
report

Distribution: (CMS/98-00556)



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SUBJECT: [ ] Collection Management Responses to the Jeremiah  
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Assistant Director of Central Intelligence  
for Collection  
Washington, D.C. 20505

CMS/98-00505  
31 July 1998

MEMORANDUM FOR: Deputy Director of Central Intelligence  
for Community Management

SUBJECT: ☐ National Intelligence Collection Board  
Offsite Results

**Executive Summary:**

☐ The Assistant Director of Central Intelligence for Collection (ADCI/C) and National Intelligence Collection Board (NICB) Principals met on 8 July 1998 to discuss the new ADCI/C portfolio and the Collection Board's role.

☐ Overall, the offsite provided an opportunity for Collection Board Principals to air their concerns and to explore, in a comprehensive fashion, the range of issues facing the Intelligence Community in collection management. In particular, the offsite achieved three objectives, to include:

- Endorsing the ADCI/C's portfolio;
- Proposing ideas for near-term enhancements to collection management; and
- Suggesting measures to improve the Collection Board's operations, to include working more closely with the National Intelligence Production Board (NIPB).

☐ The participants agreed that they needed to continue the discussion in order to develop more concrete approaches to the Community's complex collection management issues. The group did identify and task several critical follow-on actions and tasked:

- The ADCI/C to draft a new Director of Central Intelligence Directive (DCID) for the NICB that will identify the Board's membership and responsibilities.

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SUBJECT: [ ] National Intelligence Collection Board Offsite  
Results

- The ADCI/C to focus on identifying measures to help break down the security compartmentations that inhibit collaboration across collection disciplines.
- The NICB, with the NIPB, to co-chair an inter-agency working group that will identify means to improve analyst training on collection systems.
- The NICB, with the NIPB, to co-chair another inter-agency working group that will assess the levels of current collection against Tier IA and Tier IB targets.

**Discussion:**

[ ] The ADCI/C laid out his new portfolio and the collection issues he plans to address. He also stressed the key role which he envisions for the Collection Board. As Principals discussed the ADCI/C's role and mission, several critical imperatives emerged to include the following:

- Devise a strategy to integrate collection capabilities across the Community.
- Devise a national intelligence requirements process.
- Solicit improved guidance for balancing competing requirements.
- Set more realistic customer expectations.
- Optimize the allocation of scarce collection resources (both capabilities and funding) against national, military, and law enforcement missions.
- Establish and implement a performance evaluation process to determine performance success and define needs and gaps for mid- and long-term investments.

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SUBJECT: [ ] National Intelligence Collection Board Offsite  
Results

- Revitalize the NICB—outline the Board's roles and missions as well as its relationship to the Community's Collection Committees, the Production Board, and the National Intelligence Officers.
- Provide adequate resources for the Collection Board and the ADCI/C's staff.
- Ensure that the activities of the ADCI/C and the NICB are balanced between short- and long-term issues.

[ ] In order to implement these critical imperatives, the NICB Principals agreed that the following obstacles must be addressed.

- The budget process incentivizes unique intelligence discipline contributions over multi-discipline collaboration efforts.
- Security firewalls (compartmentation) inhibit cooperation.
- Physical separation of the committees, coupled with the lack of common electronic connectivity inhibits collaboration.
- The Collection Committees are inconsistent in their operations, which undermines inter-committee cooperation and collection synergy.
- The Community wastes resources in deriving information that already exists elsewhere in the Federal bureaucracy yet is inaccessible to Intelligence Community analysts.
- The Community lacks a process for training intelligence analysts in multiple intelligence disciplines.

[ ] DIA/CL offered to host a follow-on session in September. In addition to further discussion on collection issues, the NICB Principals will be briefed on several initiatives under way to address requirements tasking.

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SUBJECT: [ ] National Intelligence Collection Board Offsite  
Results

NIMA/Central Imagery Tasking Office (CITO) also will brief the Board on the status of its initiative to synchronize and integrate intelligence collection requirements reviews. NIMA/CITO had offered to lead this effort at an earlier offsite of DCI Collection Committee Chairs.

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